HT-3796

7 January 1965

MEMORANDUM FOR: Director of Training

FROM : Chief/JOTP

SUBJECT : Revisions in the JOT Program

1. I offer for your consideration the following observations and recommendations concerning the JOT Program. They are based on a full year's experience with it, a year during which, in the face of a general cutback in budget and ceiling authorizations, it has been increased by one half and has become the Agency's primary route of entry for professional personnel.

2. The Program has developed in reasonable conformity with its revised guide lines. Recruitment and selection measures are adequate and good progress is being made in meeting additional and specialized requirements without lowering qualitative standards. The operating components report satisfaction with their assignees, they continue to take their quotas, and I believe it is safe to assume that the presently authorized level of the Program will continue and may even be increased. In short, we are doing all right thus far. Problems are developing, however, which will hurt the Program's effectiveness unless we can head them off by better and more systematic ways of doing business.

3. To say that problems are developing is not a criticism of past or present procedures; it is recognition that the times are changing. We have to be concerned as never before about such factors as numbers, quotas, variety and specificity of requirements, requests for more training, etc, plus the fact, intangible but significant, that components which are required by circumstances to look to this Program for a large part of their personnel input tend to develop a critical and sometimes impatient interest in what we do. The Agency has large expectations of what we can produce.
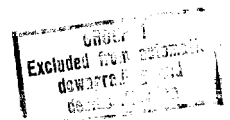
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at a time when our means with which to produce it are strained.
Hence the need for the greatest efficiency in the order and method
of our activities.

4. The problems which concern us most are inter-related.

a. The first arises from the gratifying fact that we
get many good candidates who, on first acquaintance, appear
capable of developing with equal effectiveness in a number
of directions. They usually have a preference as to the
functional area they wish to enter, but the fact is that neither
they nor we have, at the outset, a sufficient basis for deter-
mination of the proper career direction in every case. Yet
we have to form classes with an eye to Directorate quotas
and we have to decide very early in the game the division
between OC and OFC. The latter tends to become a career-
placement decision of no mean proportions.

b. The second concerns the alternation of large classes
and half-classes. Under present circumstances this is a
practical administrative arrangement and it works very well
as long as the people involved fit neatly into the pattern. How-
ever, I fear that it will become less neat as time goes on. We
try to put into the Autumn and Spring classes, generally speak-
ing, non-DD/P-Case Officers, i.e., people who will not take
the OC. These, by definition, have included heretofore those
destined for DD/I, DD/S and DD/S&T, and DD/P women.
It is a logical arrangement in many respects, but trainees
do not always react to it in logical or accepting fashion. The
word gets around that enrollment in either of these classes
means automatic exclusion from DD/P consideration, and
some of the broadly qualified people naturally are disturbed.
We can and do make exceptions for those who, as we come to
know them better, appear to be more properly suited for the
OC, but these exceptions are damaging to class morale and
tend to complicate Program administration.

c. A third is the perennial question of JOT enrollment
in the PM Course. By means of invitation, persuasion and
an occasional nudge we always get a fairly good enrollment,
but I believe there is a better way to do it.

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d. The fourth relates to the growing demand for more training for JOT's, climaxed by ██████████████ proposal of 3 December 1964 for a two-year training program. If there were no other considerations involved, I believe the sheer volume of demand would require that we revise the sequence and relationship of the various courses.

5. There is general satisfaction with the substance of present courses, and thus no critical judgments are expressed or implied on that score. I am concerned here only with their timing and sequential relationship as they relate to the over-all responsibility of OTR to select and develop adequate numbers of well-prepared young officers for the Agency. I believe our collective job could be done more efficiently and we could minimize the problems mentioned above if we could work out a few changes in our system. I recommend the following:

   a. That we enter on duty four classes of JOT's per year, of approximately equal size and composition. This would mean a class of 50 to 60 each quarter in which we could place trainees as they become available, without trying to be too definitive at the outset as to their eventual Directorate assignment.

   b. That each class be given a common basic course which would include the substance of the present Head-quarters training and of the OFC. This would be a common introduction in depth to the Agency as a whole and would provide a better basis than we have at present for determin-ing the subsequent action appropriate in each case.

   c. That the OC be revised to follow the OFC phase of the basic course and build upon it, and be expanded to include a basic PM familiarization for all enrollees.

   d. That language training, TSD familiarization, further PM, or other specialized training be arranged to follow OC, and be keyed insofar as possible to the prospective area of assignment.

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e. That the lengthy cycle of formal training be broken by at least one period of on-the-desk attachment, both to afford some relief to the student and to give him an early introduction to an Agency work situation.

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4